



ARMY FAMILY HOUSING MASTER PLAN 2001



**Amended
October 2001**

***Quality Facilities for
Quality Soldiers***

ARMY FAMILY HOUSING MASTER PLAN 2001

PREPARED IN RESPONSE TO:

PUBLIC LAW 106-246, SECTION 128, DATED 13 July 2000

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**AMENDED
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EXECUTIVE SUMMARY

The Army Family Housing Plan (FHMP) 2001 was prepared in response to a Congressional directive requiring each Service to submit a plan demonstrating how they intend to meet the Secretary of Defense's goal to eliminate all inadequate housing by FY 2010. The Army submitted its first plan, FHMP 2000, to the Congress in June 2000. This report is an amended FHMP 2001 that reflects changes in investment strategies and Secretary of Defense guidance.

The Amended FHMP 2001 provides an investment plan that reaches the Secretary of Defense's goal by 2007. It also supports the Secretary of Defense's three-prong initiative to improve Family Housing. This initiative eliminates out-of-pocket housing expenses for soldiers living in private houses in the United States, increases the use of housing privatization, and continues reliance on traditional military construction for revitalizing Army owned housing.

The FHMP 2001 has four major components. They are: (1) a privatization plan that includes four pilot projects and 20 additional privatization candidates, (2) a project plan that outlines how installation projects will be scheduled based on fixing the worst first, (3) an allocation plan that provides the funds required to revitalize, operate, and maintain the remaining government-owned units and the funds needed to support privatization, and (4) a transition plan that shows the logical progression of units from inadequate to adequate by year.

As outlined in the FHMP 2001, The Army has developed an aggressive privatization program utilizing the Military Housing Privatization Initiative (MHPI) Act that Congress granted in 1996 and recently extended until December 2004. These authorities allow the Military Services to leverage appropriated housing funds and assets to attract private-sector capital and expertise to operate, manage, maintain, and build housing. By the end of 2005, approximately 56% (62,585 units) of the worldwide end-state inventory of 111,228 units will be privatized.

The Army has awarded four pilot sites (Forts Carson, Hood, Lewis and Meade) under a program for housing and community development privatization. The scheduling of the 20 additional privatization candidates identified in the FHMP was closely coordinated with The Army Secretariat and Major Army Command (MACOM) staffs. Pending Office, Secretary Defense and Congressional concurrence, The Army plans to solicit these projects between FY 2002 and FY 2003. The candidates are:

- FY 2002 – Fort Bragg, Fort Campbell, Fort Stewart/Hunter Army Air Field, Fort Polk, Presidio of Monterey, Fort Irwin/Moffett Federal Airfield/Camp Parks, Picatinny Arsenal, Fort Detrick, Walter Reed Army Medical Center, Fort Hamilton, Fort Belvoir, Fort Eustis/Story, and Fort Shafter/Schofield Barracks.
- FY 2003 – Fort Leonard Wood, Fort Sam Houston, Fort Bliss, Fort Gordon, Fort Benning, Fort Rucker, and Redstone Arsenal.

In conclusion, The Army has built its programs as outlined in the FHMP 2001 to support the Secretary of Defense's three-prong strategy to improve Family Housing. Privatization of our Family Housing inventory remains a key factor in helping The Army achieve its goal to provide adequate housing and improve the well being of Soldiers and their families. The Army recognizes that the military, social and economic conditions that influence this plan are constantly changing. Accordingly, The Army will update or amend the FHMP as necessary.

1. INTRODUCTION

Section 128 in the Military Construction Appropriations Act, 2001 (Public Law 106-246, July 13, 2000) directs the Services to submit a Family Housing Master Plan (FHMP) that demonstrates how they will plan to meet the year 2010 housing goals with traditional construction, operations and maintenance support, as well as privatization initiative proposals. Section 128 further directs that each plan shall include projected life cycle costs for Family Housing construction, Basic Allowance for Housing (BAH), operation and maintenance, other associated costs, and a time line for housing completions each year.

1.1 PURPOSE AND SCOPE

This report amends The Army's response to Section 128 in the Military Construction Appropriations Act, 2001. It supercedes The Army's FHMP 2001 that was submitted to Congress in July 2001 and will serve as the basic plan for future FHMP updates. Specifically, this report identifies:

- Each installation's Family Housing inventory, condition, and requirements.
- Associated costs to bring up the required AFH at each installation to acceptable standards.
- Years in which military construction and privatization projects could be planned
- Funds to properly operate and maintain housing that remain under Army control.
- Planned disposal of surplus housing.
- BAH requirements associated with units conveyed under privatization initiatives.

1.2 BACKGROUND

The Army's Family Housing program provides a major incentive that is necessary for recruiting and retaining dedicated individuals to serve in The Army. Yet, adequate housing continues to be a major concern to Soldiers when we ask them about their quality of life. Maintaining and sustaining safe, attractive, and convenient housing for our Soldiers and families is one of The Army's continuing challenges.

Since 1997, Defense Planning Guidance (DPG) has directed each of the Services to develop an installation-level plan to respond to the growing need for quality affordable housing for military personnel by the year 2010. The Army's initial plan, completed in September 1998, called for the privatization of about 85,000 AFH units over 5 years at 43 U.S. locations. Privatization would leverage private-sector resources and "cost avoid" a portion of an approximately \$6 billion requirement.

However, during Congressional testimony, issues were raised about the aggressiveness and scope of the Services' privatization programs. Congress asserted that it would be prudent to test the various authorities in the legislation before basing all or significant portions of the Family Housing program on their use. Congress recommended that the Military Services test the legislative authorities, and use them to supplement, not supplant, existing housing programs. These issues and others involving the process and approach to privatization were addressed during a 6-month hold on The Army's privatization program in FY 1999. In response to Congressional concerns, The Army:

- Added over \$250 million (current dollars) in family housing construction funds to the FY 2001-2005 Military Construction (MILCON) program.

- Limited the privatization initiative to the ongoing Fort Carson, Colorado, project--plus three additional pilot sites at Fort Hood, Texas; Fort Lewis, Washington; and Fort Meade, Maryland.
- Phased the pilot projects in order to capitalize on lessons learned.
- Clarified the housing requirements process to ensure that the construction effort will not go beyond military requirements.
- Limited the requirement to provide ancillary support facilities consistent with FY 2000 legislative changes to the Military Housing Privatization Initiative (MHPI) authorities, i.e., ensure that projects do not compete with The Army and Air Force Exchange Service (AAFES), the Defense Commissary Agency (DeCA) or Military Welfare and Recreation (MWR) operations.
- Agreed to coordinate closely with the Congressional oversight committees throughout the planning and development of each pilot site.
- Prioritized revitalization by fixing worst first.
- Programmed sufficient funds to eliminate all inadequate units in Europe and Korea by FY 2010.
- Programmed sufficient funds to eliminate all inadequate units in U.S. by FY 2014.
- Provided a balanced program between privatization and military construction.
- Transferred AFH funds to Military Personnel, Army (MPA) to cover Basic Allowance for Housing (BAH) requirements for privatized units.

In July 2001, The Army submitted the FHMP 2001 to Congress. The key elements of the FHMP 2001 were as follows:

- Expanded privatization in the U.S. to 29 projects (4 existing pilots plus 25 additional).
- Retained privatization cost avoidances within the AFH program to meet the 2010 goal worldwide and to sustain the government-owned inventory.
- Supported a buildup of accompanied tours in Korea based on the Eight US Army (EUSA) Family Housing Master Plan.
- Initiated a 3-year program to develop Installation-Family Housing Master Plans.

Without privatization beyond the current pilots at Forts Carson, Hood, Lewis, and Meade, The Army can not reach the goal before 2025. The Army's FHMP 2000, submitted to congress in June 2000, used a combination of traditional military construction, operation and maintenance support, as well as increased reliance on privatization, to reach the goal by 2014. In order to meet the Secretary of Defense's 2010 goal, The Army estimated that an additional \$831 million in family housing investment would be needed.

The key elements of the FHMP 2000 were as follows:

- Expanded privatization in the U.S. to 20 projects (4 existing pilots plus 16 additional).

As a result of this increased reliance on privatization in the FHMP 2001, sufficient funds were available from FY 2005 onwards to eliminate all inadequate housing in the U.S. by FY 2009—meeting the FY 2010 goal one year earlier. There remained, however, an unfunded requirement for scoring costs of \$138.6M and \$47.7M in FY 2003 and FY 2004, respectively.

1.3 APPROACH

This report represents a combined effort by The Army Housing Plans and Programs Team and the National Association of Home Builders Research Center (NAHBRC). This report is an amendment to the baseline established in the FHMP 2001. As such, the FHMP 2001 data sources remained unchanged:

- Inventory—Army FHMP 2000 (July 2000) as updated by an installation data call (December 2000).
- Inventory Condition—Installation Status Reports (ISR) (July 1999), updated by installation data call (December 1999), and revised for completed projects (July 2001).
- Investment Costs—NAHB Revitalization Assessments conducted at 38 installations (January 1998 to May 2001).
- Deficits—Housing Market Analyses (HMA) completed by Robert D. Niehaus, Inc. (November 1999 to September 2001).
- Surpluses—Army FHMP 2000 (July 2000) as updated by an installation data call (December 2000) and Housing Market Analyses (HMA) completed by Robert D. Niehaus, Inc. (November 1999 to September 2001).
- Essential Operations and Maintenance Requirements—Defense Financial Accounting System (October 2000) for management, utilities, and leasing costs. For essential maintenance and repair (M&R), amounts were projected from ISR (July 2000) data.

1.4 ASSUMPTIONS

Wherever possible, assumptions made during the development of this plan are documented, as they become relevant to the discussion. However, there are a few major assumptions that guide the focus of the overall plan and will be presented in this section.

- Family Housing Requirement Through FY 2007 Is Based On Army End Strength Of 480,000 Soldiers. Changes in installation force structures as a result of The Army transformation will be captured in future updates.
- Privatization Can Be Executed At An Accelerated Rate. The Army's plan is to test the MHPI authorities at Forts Carson, Hood, Lewis and Meade in order to gather information, document lessons learned, establish procedures and policies, and determine improvements needed. This plan assumes that The Army can execute 20 more privatization projects beginning in FY 2002. **Annex A** provides The Army's planned privatization portfolio.

1.5 UPDATES

Military, social, and economic conditions that influence the FHMP are constantly changing. As the FHMP is refined through an iterative updating process, more accurate estimates of the requirements will be needed. Over the next three years, The Army will conduct an aggressive campaign to develop Installation Family Housing Master Plans (I-FHMP) for Government-owned Family Housing in the U.S. Similar procedures will be used for overseas. Sites with fewer than 100 family housing units will continue to be addressed using ISR and data call information.

The I-FHMP will be developed in two phases:

- Phase I will produce a Housing Market Analysis (HMA) to determine on-post Family Housing needs. The HMA will be consistent with the Office of the Secretary of Defense's policy of looking first to the private sector for availability of adequate off-post housing for soldiers and their families. Shortfalls in categories of off-post housing necessary to support a specific installation's families will then become the basis for determining the installation's Family Housing requirements. Once completed, the HMA will be staffed with the Installation and forwarded to the Major Army Commands (MACOMs) for endorsement.
- Phase II will match the installation's on-post family housing needs with its on-post family housing inventory and produce an installation family housing development plan. Using the MACOM validated HMA, analysts from the NAHB Research Center will work closely with the installation to determine development costs, project phasing, and year-by-year programming schedules. The final product of Phase II will be a portfolio of MACOM approved DD form 1391s. The information from these 1391s will be then used to update the FHMP.

A schedule for the completion of I-FHMP can be found at **Annex B**.

1.6 SIGNIFICANT CHANGES

Subsequent to the publication of FHMP 2001, the following events made it necessary to amend the FHMP 2001 prior to next year's release of FHMP 2002:

- The Army decided (August 29, 2001) to fund 20 RCI project beyond the 4 pilot sites. As a

result, \$130M was added to the AFH program to partially off-set the unfunded requirement for scoring costs in the FHMP 2001. The five projects not-supported were Forts Riley, Drum, McCoy, McPherson, and Leavenworth.

- The Defense Planning Guidance (DPG) for FY 2003-2007 (August 30, 2001) re-directed the Military Departments to plan and program resources to eliminate inadequate Family Housing by 2007 instead of 2010.
- In response to the DPG, The Army added \$1.09 billion (September 20, 2001) to the AFH Construction Program (\$446 million, \$443.6 million, and \$200.8 million in years FY 2005, FY 2006, and FY 2007, respectively).

The Next Section Describes The Baseline Army Family Housing Program

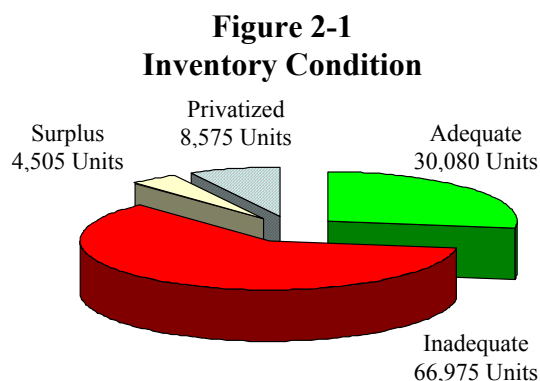
2. FY 2002 AFH PROGRAM

The FY 2002 AFH program serves as the baseline for this report. The major elements of the FY 2002 program are:

- Projected Beginning Inventory – Number of existing units, number of adequate and inadequate units, projected surpluses, and projected deficits.
- Budgeted and Programmed Funding – Current funds based on the FY 2002 President's Budget. Future funds based on the FY 2003-FY 2007 AFH program.
- Privatization—Two RCI sites are privatized (Forts Carson and Hood), two additional RCI sites (Forts Lewis and Meade) will be completed during the year, and thirteen additional projects will be in process.

2.1 INVENTORY

The projected Family Housing inventory for beginning FY 2002 is 110,135 units located at 102 installations in the United States (86,284 units), Europe (22,193 units), Japan (1,069 units) and Korea (589 units). **Annex C** displays this Master Plan inventory—delineated by number of adequate, inadequate, and surplus units. The overall condition of the inventory is summarized in **Figure-2-1**.



Condition of Government-Owned Housing. A majority of The Army's inventory was constructed from the 1950s to the 1970s with the architectural style typical of these periods. Some of the units built prior to 1950 are listed on the National Register of Historic Places and require special consideration when making repairs or completing revitalization work. The average age of the Family Housing inventory worldwide is 35 years.

The condition of The Army's owned housing is determined by evaluating units that are based on a set of facilities' standards developed and approved by The Army staff. These standards are part of the Installation Status Report (ISR) and provide ratings for the housing unit—based on the condition of major components (i.e., the site and grounds, building exterior, interior workspace, bathrooms, utilities, kitchens, and laundry rooms). In general, an inadequate unit requires a major repair, component upgrade, component replacement, or total upgrade.

The FHMP is based on a database of every house type at each installation. The condition of each house type (e.g., number of bedrooms, paygrade) was initially assessed using the December 1999 data call to update the July 1999 ISR. In the December 2000 data call, condition updates were not requested. Instead last year's assessments were updated based on work actually programmed from FY 1999 through FY 2000.

Nearly 67,000 units—61% of the projected FY 2002 beginning inventory—are considered inadequate. This number is slightly lower than previously published estimates primarily because the projected privatization of Forts Carson and Hood removes the inadequate units at these sites from consideration.

Surpluses. The Army's inventory will continue to decrease at some locations as The Army identifies surplus units. A total of 4,505 units

will be divested from FY 2002 to FY 2005 by demolition, conversion to other use, privatization, or transfer (e.g., to a Land Re-Use Authority or local government, meeting McKinney Act requirements, or returning Foreign Area units to the Host Nation). **Annex D** displays The Army's divestiture plan by Major Army Command (MACOM), Installation, and year for non-privatization sites.

Deficits. HMAs are currently underway, or planned, for every RCI site and selected non-RCI sites. Once completed and approved by the MACOMs, the results of these HMAs will be validated by HQDA and incorporated in future FHMP updates. Deficits included in this update to the FHMP 2001 are shown at Annex C.

2.2 FUNDING

AFH Program Funding. The primary source of funds available to operate, maintain, and improve Army Family Housing is through The Army Family Housing, Operations (AFHO) and Army Family Housing, Construction (AFHC) appropriations. **Table 2-1** shows the AFH funds programmed for FY 2002 through FY 2006.

The AFHC appropriation represents The Army's line item construction program and includes funds for deficit elimination, revitalization (i.e., renovating existing units and replacing those no longer considered economically repairable), and scoring for privatization. AFHC projects are site specific with a defined scope of work and completion cost. **Table 2-2** shows the AFHC program for FY 2002.

AFHO funds are allocated annually to the installation through the MACOM to pay essential operations and maintenance, major M&R, and major M&R for revitalization. For FY 2002, the \$1,109 M is to be distributed as follows:

Table 2-1
Programmed Funds
As of October 2001 (\$M)

	FY02	FY03	FY04	FY05	FY06	FY07
AFHC	292	288	302	855	779	540
AFHO	1,109	1,143	1,066	930	945	973
TOTAL	1,401	1,431	1,368	1,785	1,724	1,513

- \$185.9 M for Management (1910 Account)
- \$462.9 M for Maintenance & Repair (1920 Account)
- \$234.2 M for Utilities (1930 Account)
- \$198.0 M for Leasing (1940 Account), and
- \$27.9 M for Privatization (1950 Account)

Payment-in-Kind (PIK) Funding. In addition to appropriated funds, limited funds in Europe are available through PIK funding. These funds terminate at the end of FY 2003 and are used to renovate existing Family Housing units in Germany. The PIK funding available in FY 2002 and FY 2003 is approximately \$5.0 million each year. These funds are not reflected in the **Table 2-1** and **Table 2-2**.

Host Nation Funding From Japan or Korea.

The FHMP does not include host nation funding from Japan or Korea.

- Japan Facilities Improvement Program (JFIP) Funds. The government of Japan only provides limited funds for operating AFH (utilities only). The schedule for replacement construction is at their discretion and not very predictable. Based on these two factors, the FHMP 2001 has taken the worst-case scenario by assuming no JFIP funds are available.

Table 2-2
FY 2002 AFH CONSTRUCTION PROGRAM

MACOM	State/ Country	Installation	Number of Units	Cost \$(000)	Description
EUSA	KR	Camp Humphreys	54	12,800	New Construction
Total New Construction			54	12,800	
AMC	NJ	Picatinny Arsenal	116	500	Privatization
FORSCOM	NC	Ft Bragg	4,744	50,000	
FORSCOM	KY	Ft Campbell	4,540	52,800	
FORSCOM	GA	Ft Stewart/Hunter AAF	2,927	37,800	
MDW	NY	Ft Hamilton	436	2,200	
MEDCOM	MD	Ft Detrick	155	1,200	
MEDCOM	DC	Walter Reed AMC	221	100	
Total Privatization			13,139	144,600	
AMC	MD	Aberdeen Proving Ground	10	1,050	Renovation
EUSA	KR	Yongsan Garrison	17	4,000	
TRADOC	AL	Ft Rucker	28	2,400	
USAREUR	GE	Ansbach - Bleidorn	128	14,400	
USAREUR	GE	Baumholder	188	5,300	
USAREUR	GE	Darmstadt	180	6,600	
USAREUR	GE	Stuttgart - Boeblingen	30	3,600	
USAREUR	GE	Stuttgart - Steuben & Weicht	45	5,200	
USAREUR	IT	Vicenza	156	11,600	
USAREUR	GE	Wiesbaden - Hainerberg/Crestview	432	12,600	
USMA	NY	West Point	51	9,400	
Total Renovation			1,265	76,150	
TRADOC	TX	Ft Bliss	76	13,600	Replacement
TRADOC	AZ	Ft Huachuca	72	10,800	
TRADOC	KS	Ft Leavenworth	40	10,000	
USARPAC	AK	Ft Wainwright	32	12,000	
Total Replacement			220	46,400	
Subtotal			14,678	279,950	
Planning & Design (P&D)				11,592	
Total AFHC			14,678	291,542	

- Republic of Korea Facilities Construction (ROKFC) Funds. In Korea, a more definitive plan for host nation funding of AFH new construction has been developed. Although the FHMP 2001 does not specifically include ROKFC funds, it does provide AFHO funds to operate and maintain these units once they are constructed and occupied.

2.3 PRIVATIZATION

The Army has awarded four pilot sites (Forts Carson, Hood, Lewis and Meade) under a program for housing and community development privatization. The Residential Communities Initiative (RCI) seeks to bring to bear private sector expertise and resources and market-based incentives to improve the quality of life for Soldiers and their families. RCI is an

innovative program developed and managed under the oversight and direction of the Assistant Secretary of The Army (Installations and Environment) on behalf of the Secretary of The Army. The status of the pilot program sites is as follows:

Fort Carson. The Army awarded its first housing privatization contract at Fort Carson on September 30, 1999. The project included the operation, maintenance, and revitalization (replacement or renovation) of 1,823 existing units and the construction of 840 additional units. The project is a true success story. As of May 2001, over 100 units have been constructed and another 100 renovated. The developer is delivering 20 new houses and over 40 renovated houses each month until the renovation and construction is complete. The contract calls for the developer to operate and maintain the total inventory for the 50-year term of the contract.

Fort Hood. On June 28, 2000, the Fort Hood project was awarded to a development partner to prepare, jointly with The Army, a Community Development and Management Plan (CDMP) which outlines all aspects of the project in detail. The project includes the financing, operation, maintenance, and replacement or renovation of 5,622 existing units and the construction of 290 additional units. This is the largest housing construction and renovation project in the history of the Military Services. During the life of the project, over 4,000 of the existing houses will be demolished and replaced with new units. The Fort Hood CDMP was sent to the four Congressional MILCON Subcommittees for review on April 23, 2001. Congress has concurred with the CDMP, and the transfer of operations occurred on 1 October 2001.

Fort Lewis. On August 29, 2000, the Fort Lewis project was awarded and the CDMP was submitted to The Army on May 10, 2001 for coordination with DA, OSD and OMB. The

project includes the operation, maintenance, and revitalization or replacement of 3,605 existing units and construction of 366 additional units. During the life of the project, all existing housing units will be replaced. It is estimated that the CDMP will be submitted to Congress in October 2001 and the transfer of operations should occur on 1 February, 2002.

Fort Meade. The Fort Meade project was awarded on March 6, 2000. The project includes the operation, maintenance, and revitalization or replacement of 2,862 existing units and the construction of 308 additional units. In essence, Fort Meade will demolish and rebuild all of its housing communities, with the exception of historic villages. Because of its proximity to the Nation's Capital and the entire D.C. Metropolitan area, Fort Meade will become a showcase for The Army's RCI program. It will enable Congressional, DoD and other leaders to visit the site and observe the progression of an RCI development. It is estimated that the CDMP will be submitted to Congress for approval in November 2001. The transfer of operations should occur on 1 March, 2001.

The next sites scheduled for privatization have been organized in seven competitive groups which are listed in Paragraph 3.2.

The Next Section Provides the Details of The Army's AFH Master Plan

3. THE AMENDED FHMP 2001

3.1 INTRODUCTION

The investment required for The Army to eliminate all inadequate Family Housing is estimated at \$5.5 billion. This is based on a projected end-state inventory of 111,228 on-post (privatized, government owned, and host nation built) units (see **Annex C**). The Amended FHMP 2001 meets the FY 2007 goal for eliminating all inadequate housing by using a combination of traditional military construction, operation and maintenance support, privatization, as well as, an increased reliance on the private sector. This section describes the following major components of the FHMP:

- Privatization Plan—Schedule of FY 2002 and FY 2003 solicitations (used to schedule privatization, versus AFH investment).
- Installation Projects Plan—Schedule for Installation projects (used for sequencing investment projects based on priorities established in the FHMP 2001).
- Allocation Plan—Distribution of AFH resources to the MACOMs (used to develop AFH program).
- Transition Plan—Schedule for achieving adequate units (used to track conversion from inadequate to adequate government or privatized inventory).

3.2 PRIVATIZATION PLAN

Pending OSD and Congressional concurrence, 20 additional projects are planned for transfer of operations by the end of FY 2005. Approximately 56% (62,585 units) of the worldwide end-state inventory of 111,228 units will be privatized.

The privatization candidates remain unchanged from the original FHMP 2001, with two major exceptions.

- Fort Hunter-Liggett was removed from the FORSCOM Fort Irwin project (see **Annex A**).
- Fort Leavenworth from TRADOC and the FORSCOM sites (Forts Riley, Drum, McPherson, and McCoy) that were added to the RCI program in the FHMP 2001 have been removed.

Other than minor schedule updates, the privatization timeline and project order have not changed significantly. The RCI program continues to be structured to accommodate a two-step Request for Qualifications.

Two-Step Request for Qualifications (RFQ).

The Department of The Army intends to improve its Army Family Housing communities by utilizing a two-step Request for Qualifications (RFQ) process. An RFQ is a best value source selection process. The two-step RFQ process is designed to reduce the cycle time required to prepare and evaluate proposals and to reduce the associated costs.

- Step One—The Army will issue an RFQ which establishes specific administrative minimum requirements and seeks discussion of five general factors. Administrative minimum requirements have been established to address the skill sets of development, property management, and financial capability. The first step of the RFQ will be used to identify those offerors determined to be highly qualified and thus eligible for further consideration for potential long-term business relationships designed to achieve the goal of improving Military Housing communities. These highly qualified offerors will be selected based on their experience,

financial capability, organization (corporate level), past performance, and small business utilization (general history). These offerors will comprise an exclusive competitive range.

- **Step Two**—Each installation in a competitive group will be solicited separately and will be competed on individually by the offerors in the competitive range. The offerors in the competitive range may elect not to submit on a specific installation without penalties. Installation specific submittals will be used to select a offeror, who in The Army's judgment, is determined to be the best qualified to enter into long-term business relationships designed to achieve the goals of the specific installation. The offeror will be evaluated based on their installation specific preliminary concept, financial return, organization capabilities, and small business utilization plan. These installation-specific proposals will be submitted as oral presentations with limited hard copy documentation.

Competitive Groups. Seven competitive groups have been formed to apply the two-step RFQ approach to the 20 additional privatization projects. These competitive groups are shown below. The dates in parentheses reflect the targeted date for release of the RFQ Step One.

- Group 1 (October 2001)—4 projects (Forts Bragg, Campbell, Stewart/Hunter Army Air Field, and Polk).
- Group 2 (December 2001)—2 projects (Presidio of Monterey and Fort Irwin /Moffett Federal Airfield/Camp Parks).
- Group 3 (December 2001)—4 projects (Fort Hamilton, Picatinny Arsenal, Fort Detrick, and Walter Reed Army Medical Center).
- Group 4 (December 2001)—2 projects (Forts Belvoir and Eustis/Story).
- Group 5 (August 2002)—1 project (Fort Shafter/Schofield Barracks).
- Group 6 (April 2003)—2 projects (Forts Sam Houston, and Bliss)
- Group 7 (April 2003)—5 projects (Forts Leonard Wood, Gordon, Benning, Rucker, and Redstone Arsenal).

Under a “best-case” scenario, the first project in the group will take approximately 19 months from release of the RFQ to transfer of operations. The remaining installations in the group will follow at two-month intervals. Using this process, savings are realized in the determination of administrative minimums, the evaluation period, and reduced submittal prep time. In addition, the opportunity for protest is reduced.

Scoring. Costs were estimated based on an assumption of a required Army contribution in the form of a Government equity investment. The analysis is based on the assumption of securing all necessary construction debt at project outset in order to stabilize project scope. Individual scoring estimates are shown at **Table A-1**.

Residual Costs. Recurring manpower staff, whether filled in-house or by contracted effort, will be based on the following formulas and will be the basis for planning requirements.

- **RCI Support:** 3.5 persons overhead and 1 person per 1,000 privatized housing units.
- **Off-post Family Support:** 1.5 persons management and community liaison, 1 CHRRS person for 3,000 private sector families, 1 person for Deposit Waiver, and 1

person for all leased housing (Section 801) managed by the housing office.

Since construction project oversight and program monitoring are not considered in-house functions, they are both separately resourced with appropriated funds. In general, services for privatized housing areas will be provided by the private-sector contractor, at no additional charge to the Government or residents. For Government police and fire protection, this plan sets aside appropriated funds for reimbursement at \$150 per unit, adjusted for inflation. In practice, both fire and police protection should be clearly identifiable to privatized Family Housing and auditable. Other indirect support services may be negotiable items in the CDMP.

Life-Cycle Cost Analyses. Annex A provides the life-cycle cost analyses for The Army's privatization candidates based on notional development plans. Each site will be fully analyzed upon concept development and approval in accordance with OSD approved procedures.

3.3 INSTALLATION PROJECTS PLAN

As a result of the \$1 billion increase in the AFH account, The Army can program adequate housing by FY 2007. Compressing the FY 2010 project list from the original FHMP 2001, necessitated a new installation project schedule. The following guidelines were used to develop the installation project plan:

- Based on the FHMP 2001, projects in FY 2002 through FY 2004 were retained without major changes.
- Projects identified for funding in FY 2008 through FY 2010 were overlaid on FY 2005 through FY 2007, respectively.

The Installation Project Schedule by year can be found at **Table E-2**. I-FHMPs (see **Annex B**) will refine the project list from FY 2004 to FY 2007 and provide the necessary documentation for the 1391s, which will be initiated by The Army for the installations.

3.4 ALLOCATION PLAN

Figure 3-1 shows the allocation of funds required to revitalize and operate and maintain the remaining government owned units, as well as, support the residual operations at the privatization sites. For further details, a year-by-year breakout of the AFH budget allocation can be found at **Table E-1**.

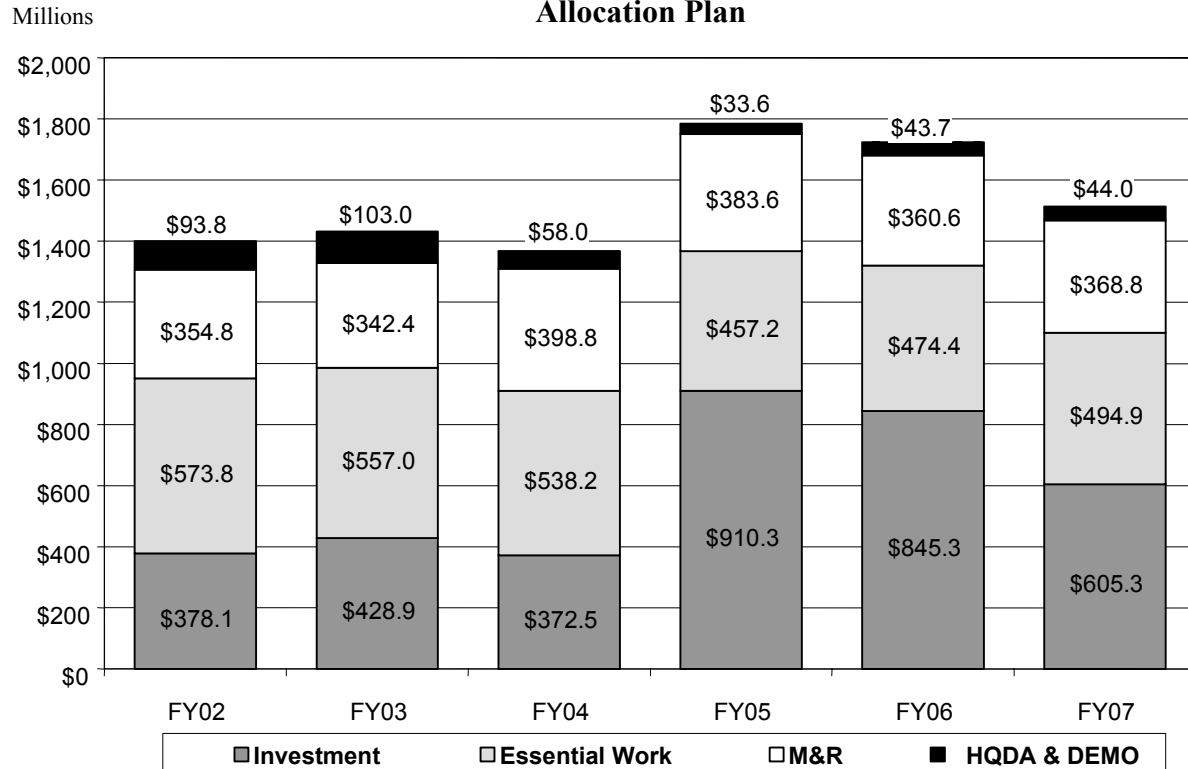
Total Investment. Approximately \$3.54 billion will be required for this category, which includes:

- Revitalization of Government Units—\$2.96 billion. The sources for these funds are \$2.50 billion from the AFHC account and \$0.46 billion from the AFHO account.
- Scoring—\$0.42 billion for the privatization of the 20 additional projects.
- Planning and Design (P&D) —\$.16 billion.

Essential Work. Approximately \$3.10 billion of AFHO will be required to fund leasing, management and operations.

Maintenance and Repair (M&R). Nearly \$2.21 billion of AFHO is allocated to cover maintenance and repair. The Amended FHMP 2001 allocates sufficient funds to fully sustain (based on ISR standards) the AFH inventory, starting in FY 2005.

Figure 3-1
Allocation Plan



HQDA and Demolition. Approximately \$0.37 billion is required to cover:

- **Demolition Costs**—\$0.05 billion for 2,854 units.
- **HQDA Withhold**—\$0.32 billion is retained at Army Headquarters and used for salaries, contracts, administrative costs associated with processing privatization projects, and other costs related to executing the AFH Program.

3.5 TRANSITION PLAN

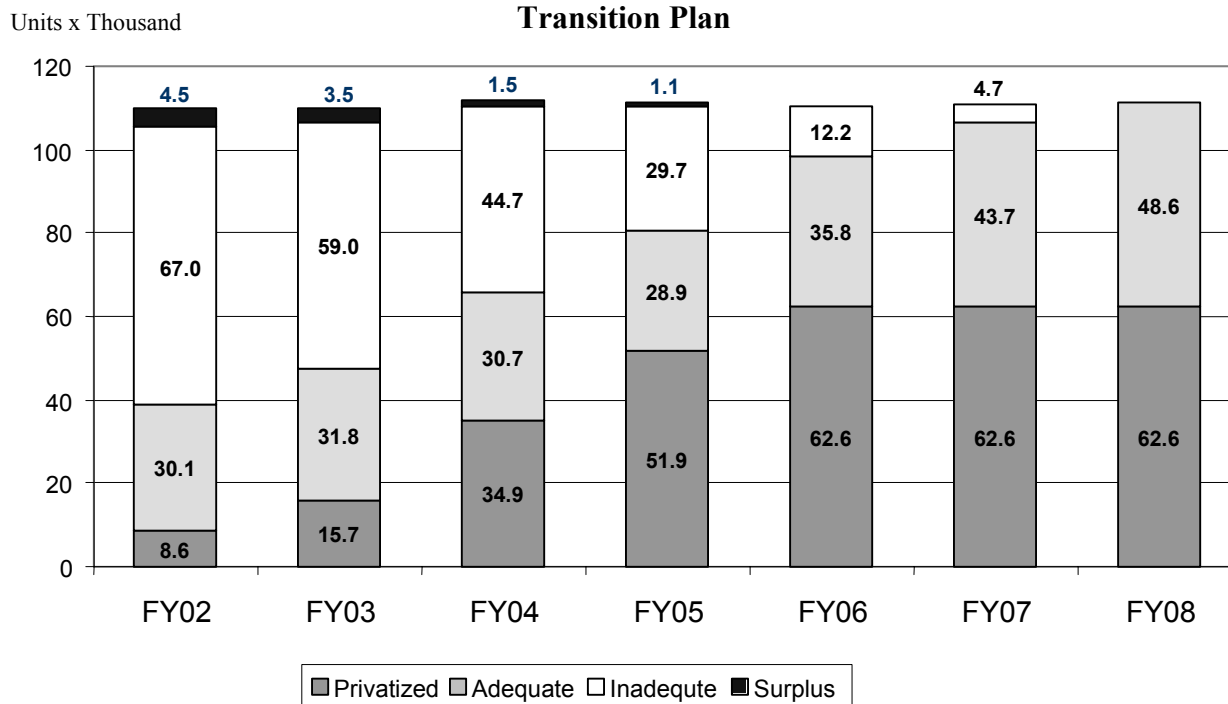
The FHMP provides for a logical transition of the inadequate units to adequate using a combination of investment, privatization, and divestitures (see **Figure 3-2**). As a result of these actions, The Army's end state inventory is estimated at 111,228 units worldwide and will be programmed for adequacy by the end of FY 2007.

Investment—There are 28,721 inadequate units that will be revitalized using AFHC and AFHO (Major M&R) funds. The number of units revitalized per year is relatively low (average 2,400 units per year) during the first three years of the FHMP. This is caused by the need to use AFHC funds to pay the scoring costs for the privatized units through FY 2004.

During the latter years of the plan, the number of units revitalized per year increases dramatically. This increase is made possible by the surge of over \$1 billion in the AFH Program. In addition, investment funds are no longer needed for scoring. Beginning in FY 2005, an average of 7,200 inadequate units per year will be revitalized, until all units are adequate in FY 2007.

Privatization—Through privatization, 38,254 inadequate units will be transferred to private contractors by the end of FY 2005. This

Figure 3-2
Transition Plan



Contributes to the rapid decrease of red units over the first four years of the plan. Beginning in FY 2002, the inventories of Forts Carson and Hood make up the 8,575 privatized units

Divestitures—A total of 4,505 units have been identified as surplus in **Figure 3-2** and are not shown as inadequate or adequate. A portion of these surplus units (2,854 units) will be divested during the first four years of the FHMP as shown in **Annex D**. The remaining surplus units (1,651 units) are associated with privatization projects and will be addressed during CDMP development

Privatization of our Family Housing inventory remains a key factor in helping The Army achieve its goal to provide adequate housing and improve the well being of Soldiers and their families. The Amended FHMP 2001 supports a privatization program of 20 projects, in addition to the 4 pilot projects.

The Army recognizes that the military, social and economic conditions that influence this plan are constantly changing. Accordingly, The Army FHMP will be updated annually and used as the basis for budget submittals to the Office of the Secretary of Defense and to the Congress.

3.6 SUMMARY

The Army has built its programs as outlined in the FHMP 2001 to support the Secretary of Defense's three-prong strategy to improve Family Housing. Using a mix of traditional military construction and privatization, The Army is committing sufficient resources to eliminate all inadequate AFH by 2007.

*Detailed Tables for the Amended FHMP 2001
Are Located In Annex E*

ANNEX A

ARMY FAMILY HOUSING PRIVATIZATION PORTFOLIO

Additional Privatization Candidates. The Family Housing Master Plan (FHMP) assumes that The Army can execute the 20 additional privatization projects shown in **Table A-1**. The candidate Residential Communities Initiative (RCI) privatization sites are shown arranged by Army Major Command (MACOM), within the year which funds will be provided to offset the “scoring” required by the Office of Management and Budget (OMB). **Table A-1** shows the required scoring estimates that were recently revised to base them on Army equity contributions as in the Ft. Hood deal structure, instead of on direct loans and loan guarantees as in FHMP 2000. The result is an increased scoring for the original 16 additional sites of about \$418M (up from \$140M in FHMP 2000). The scoring increases another \$4M with the addition to the RCI portfolio of four new sites. The “Funded” column under scoring is based on programmed funds, as of September 30, 2001

Life Cycle Cost Analyses. A life cycle cost analysis was completed for each of the privatization candidates listed in **Table A-1**. The results are shown in **Table A-2**. Since these projects do not have approved concept development management plans yet, notional data has been used to compute the costs. Each privatization project will be fully analyzed later, in accordance with OSD approved procedures.

This analysis compares the net present value of each project’s economic cost to the Government under Military Housing Privatization Initiatives (MHPI) with the cost of conducting a similar project that uses traditional MILCON practices and costs. Guidelines from OMB Circular A-94 have been used to prepare the comparative analysis over 50 years. Assumptions are:

- All construction costs are localized, by applying the Local Area Cost Factor for construction.
- Developer income is calculated by using the weighted average Basic Allowance for Housing (BAH) for 2001.
- The installation budget for operating, managing, and maintaining housing is assumed to be equal to earnings under The Army’s Business Occupancy Program (BOP) and it covers all non-construction costs, except for school impact aid.
- Annual Operations and Maintenance costs for the developer to operate privatized units are based on local private sector costs derived from data provided by the National Apartment Association.
- Monthly utilities (water, sewage, gas, electric, and trash removal) are taken from Army reports showing actual utility consumption for each installation.
- Vacancy for units is assumed to be five percent (5%) for turnover between occupancies; income and expenses related to occupancy of these units are adjusted accordingly.

- Construction schedules are based upon vacating no more than ten percent (10%) of any installation's total inventory in any one year. This has proven to be a manageable percentage that provides sufficient "swing space" to house families on and off the installation.
- Scoring costs are estimated based on an assumption that the required Army contribution is in the form of a government equity investment and that all necessary construction debt is secured at project outset, to stabilize project scope.
- Specific project development costs are assigned to each privatization project, based on the size and complexity of each project.
- Construction, revitalization, and replacement costs for privatization are the same as those used in the Housing Revitalization Support Office (HRSO) model. Construction costs under MILCON are 20 percent (20%) higher, due to costs associated with Government overhead.
- Based on findings in "Military Family Housing: Opportunities Exist To Reduce Costs And Mitigate Inequities" (General Accounting Office, 1996), per-unit school impact fees are assumed to be \$2,100 and \$200 (current dollars) for units on and off the installation, respectively.
- The MILCON approach assumes a revitalization of all houses that are adequate today, beginning in the 25th year of the contract.

Table A-1
Additional Privatization Candidates

MACOM	Installation	Scoring (\$M)	Added Army BAH (\$M)		
			FY04	FY05	FY06
AMC	Picatinny Arsenal	\$ 0.5	\$ 1.4	\$ 1.5	\$ 1.6
FORSCOM	Ft. Bragg	\$ 50.0	\$ 39.7	\$ 42.1	\$ 43.5
FORSCOM	Ft. Campbell	\$ 52.8	\$ 28.8	\$ 30.5	\$ 31.5
FORSCOM	Ft. Stewart/Hunter	\$ 37.8	\$ 24.1	\$ 25.5	\$ 26.4
FORSCOM	Ft. Irwin/Moffett/Parks	\$ -	\$ 26.2	\$ 27.8	\$ 28.7
MDW	Ft. Hamilton	\$ 2.2	\$ 4.6	\$ 4.9	\$ 5.1
MEDCOM	Ft. Detrick	\$ 1.2	\$ 1.9	\$ 2.0	\$ 2.1
MEDCOM	Walter Reed AMC	\$ 0.1	\$ 2.5	\$ 2.7	\$ 2.8
TRADOC	Presidio of Monterey/Annex	\$ -	\$ 15.3	\$ 16.3	\$ 16.8
FY 2002 Total		\$ 144.6			
FORSCOM	Ft. Polk	\$ 64.7	\$ 23.6	\$ 25.1	\$ 25.9
MDW	Ft. Belvoir	\$ 8.7	\$ 14.0	\$ 29.6	\$ 30.6
TRADOC	Ft. Eustis/Story	\$ 14.8	\$ 4.0	\$ 12.7	\$ 13.1
TRADOC	Ft. Leonard Wood	\$ 45.2	\$ -	\$ 7.9	\$ 16.4
USARPAC	Ft. Shafter/Schofield Barracks	\$ 21.3	\$ 53.7	\$ 114.0	\$ 117.6
FY 2003 Total		\$ 154.7			
AMC	Redstone Arsenal	\$ 3.0	\$ -	\$ 0.6	\$ 3.4
MEDCOM	Ft. Sam Houston	\$ 4.5	\$ -	\$ 8.6	\$ 10.6
TRADOC	Ft. Benning	\$ 54.1	\$ -	\$ 22.1	\$ 45.5
TRADOC	Ft. Bliss	\$ 31.2	\$ -	\$ 17.6	\$ 27.2
TRADOC	Ft. Gordon	\$ 8.3	\$ -	\$ 5.5	\$ 8.6
TRADOC	Ft. Rucker	\$ 22.0	\$ -	\$ 3.4	\$ 10.5
FY 2004 Total		\$ 123.1			
TOTAL		\$ 422.4	\$ 238.3	\$ 398.9	\$ 466.1

Table A-2
Life Cycle Cost Analyses

MACOM	Installation	Inventory		Estimated Government Costs (\$M FY 2001)	
		Inadequate	Total	MilCon	MHPI (RCI)
AMC	Picatinny Arsenal	73	116	\$ 160	\$ 159
FORSCOM	Ft. Bragg	3,521	5,400	\$ 1,465	\$ 1,422
FORSCOM	Ft. Campbell	2,838	4,946	\$ 1,282	\$ 1,174
FORSCOM	Ft. Stewart/Hunter	2,230	3,816	\$ 929	\$ 903
FORSCOM	Ft. Irwin/Moffett/Parks	786	2,740	\$ 875	\$ 842
MDW	Ft. Hamilton	436	226	\$ 425	\$ 411
MEDCOM	Ft. Detrick	140	155	\$ 130	\$ 129
MEDCOM	Walter Reed AMC	10	221	\$ 171	\$ 160
TRADOC	Presidio of Monterey/Annex	1,669	1,555	\$ 1,024	\$ 804
FY 2002 Total		11,703	19,175	\$ 6,461	\$ 6,004
FORSCOM	Ft. Polk	3,081	3,601	\$ 995	\$ 913
MDW	Ft. Belvoir	1,851	2,070	\$ 1,196	\$ 1,097
TRADOC	Ft. Eustis/Story	1,103	1,115	\$ 429	\$ 376
TRADOC	Ft. Leonard Wood	2,446	2,448	\$ 832	\$ 668
USARPAC	Ft. Shafter/Schofield Barracks	4,531	7,779	\$ 3,226	\$ 2,896
FY 2003 Total		13,012	17,013	\$ 6,678	\$ 5,950
AMC	Redstone Arsenal	197	498	\$ 175	\$ 166
MEDCOM	Ft. Sam Houston	394	935	\$ 412	\$ 383
TRADOC	Ft. Benning	3,854	4,109	\$ 1,344	\$ 1,289
TRADOC	Ft. Bliss	2,089	2,763	\$ 907	\$ 880
TRADOC	Ft. Gordon	596	876	\$ 336	\$ 321
TRADOC	Ft. Rucker	1,064	1,516	\$ 419	\$ 388
FY 2004 Total		8,194	10,697	\$ 3,593	\$ 3,427
TOTAL		32,909	46,885	\$ 16,732	\$ 15,381

ANNEX B

INSTALLATION FAMILY HOUSING MASTER PLANS

The purpose of this Annex is to outline The Army's initiative to further refine the FHMP by developing Installation Family Housing Master Plans (I-FHMP) for government owned family housing in the U.S. and Japan. These plans will provide a solid foundation for supporting the overall Army FHMP and give Installation Commanders a local housing plan they can use to improve their units. The scope of this initiative includes family housing at installations The Army plans to retain after privatization is complete. Separate procedures will be developed for installations we plan to retain which have less than 100 housing units.

Each I-FHMP will be developed in two phases:

- Phase I – Phase I will produce a Housing Market Analysis (HMA) to determine on-post family housing needs. The HMA will be consistent with the Office of the Secretary of Defense's policy of looking first to the private sector for availability of adequate off-post housing for Soldiers and their families. Shortfalls in categories of off-post housing necessary to support families will then become the basis for determining the installation's family housing requirements. Once completed, each HMA will be staffed with the Installation and forwarded to the MACOMs for approval. The approved HMA will then be validated by OACSIM before being incorporated in The Army's FHMP.
- Phase II – Phase II will produce a detailed housing plan and supporting Military Construction Project Data (DD Form 1391) sheets to program and budget for construction funds required to eliminate all inadequate houses on the installation by FY 2010. Using the validated HMA, analysts from the National Association of Home Builders (NAHB) Research Center, a Department of The Army contractor, will work closely with the installation to determine revitalization costs, project phasing, and year-by-year programming schedules.

Table B-1 has the Installation Family Housing Master Plan Schedule for installations not planned for privatization in the U.S. and Japan. Work in support of both phases of the I-FHMP development will be centrally funded by OACSIM. Please note that:

- Due to the historic nature of Forts Myer and McNair, a HMA will not be necessary.
- Due to seasonal conditions, the HMAs for Forts Richardson and Wainwright will be performed concurrently with the the I-FHMP survey. Additional fieldwork may be required in 2002.
- I-FHMPs have been completed for ATEC installations.
- Planned RCI sites are not included.

Table B-1
Installation Family Housing Master Plan Schedule

Installation	Phase I Start	Phase II Start	Phase II Complete
AMC			
Aberdeen PG	Mar-03	Jul-03	Nov-03
Ft. Monmouth	Nov 01	Mar 02	Jul 02
Selfridge ANG	Nov 01	Mar 02	Jul 02
FORSCOM			
Ft. Drum	Feb-03	Jun-03	Oct-03
Ft. McPherson	Nov 01	Mar 02	Jul 02
Ft. Riley	Nov 01	Mar 02	Jul 02
MDW			
Fts. Myer/McNair		Apr-01	Jul-01
TRADOC			
Ft. Huachuca	May-01	Nov-01	Mar-02
Ft. Knox	May-01	Nov-01	Mar-02
Ft. Leavenworth	Aug-01	Nov-01	Mar-02
Ft. Lee	Nov-01	Mar-02	Jul-02
Ft. Monroe	Nov-01	Mar-02	Jul-02
Carlisle Barracks	Nov-02	Mar-03	Jul-03
Ft. Jackson	Mar-03	Jul-03	Nov-03
Ft. Sill	Nov 01	Mar 02	Jul 02
USARPAC			
Ft. Richardson	Sep-01	Aug-01	Jun-02
Ft. Wainwright	Sep-01	Aug-01	Jun-02
Camp Zama (Japan)	Mar-02	Jul-02	Nov-02
USMA			
USMA	Nov-02	Mar-03	Jul-03

ANNEX C

FAMILY HOUSING INVENTORY AND REQUIREMENTS

MACOM	Installation	# Units Inadequate	# Units Adequate	# Units Surplus	Total Existing Units	# Units Deficit	Projected Requirement
AMC	Aberdeen Proving Grounds	15	995	55	1065	0	1010
AMC	Anniston Army Depot	0	1	0	1	0	1
AMC	Blue Grass Army Depot	0	2	0	2	0	2
AMC	Charles Melvin Price Support Center	0	0	1	1	0	0
AMC	Cornhusker Army Ammunition Plant	0	0	2	2	0	0
AMC	Fort Monmouth	322	86	216	624	0	408
AMC	Hawthorne Army Depot	0	80	0	80	0	80
AMC	Indiana Army Ammunition Plant	0	0	0	0	0	0
AMC	Iowa Army Ammunition Plant	0	0	0	0	0	0
AMC	Joliet Army Ammunition Plant	0	0	0	0	0	0
AMC	Lake City Army Ammunition Plant	0	0	11	11	0	0
AMC	Letterkenney	0	1	1	2	0	1
AMC	McAlester Army Ammunition Plant	0	33	0	33	0	33
AMC	Milan Army Ammunition Plant	0	32	0	32	0	32
AMC	Natick Soldier Systems Center	9	69	0	78	0	78
AMC	Picatinny Arsenal	73	43	0	116	0	116
AMC	Pine Bluff Arsenal	34	10	0	44	0	44
AMC	Pueblo Chemical Depot	0	20	0	20	0	20
AMC	Radford Army Ammunition Plant	0	20	0	20	0	20
AMC	Ravenna Army Ammunition Plant	0	0	15	15	0	0
AMC	Red River Army Depot	1	0	0	1	0	1
AMC	Redstone Arsenal	197	301	127	625	0	498
AMC	Rock Island Arsenal	0	58	0	58	0	58
AMC	Savanna Army Depot	0	0	0	0	0	0
AMC	Selfridge Air National Guard Base	77	465	27	569	0	542
AMC	Sierra Army Depot	0	25	0	25	0	25
AMC	Tobyhanna Army Depot	0	42	0	42	0	42
AMC	Tooele Army Depot	0	5	0	5	0	5
AMC	Umatilla Chemical Depot	6	0	0	6	0	6
AMC	Watervliet Arsenal	18	2	51	71	0	20
Subtotal for AMC		752	2290	506	3548	0	3042
ATEC	Dugway Proving Grounds	211	52	36	299	0	263
ATEC	White Sands Missile Range	289	103	134	526	0	392
ATEC	Yuma Proving Grounds	251	0	24	275	0	251
Subtotal for ATEC		751	155	194	1100	0	906
EUSA	Camp Carroll	0	0	0	0	176	176
EUSA	Camp Casey	0	0	0	0	20	20
EUSA	Camp Essayons	0	0	0	0	164	164
EUSA	Camp Hialeah	91	0	0	91	0	91
EUSA	Camp Humphreys	0	126	0	126	60	186
EUSA	Camp Walker	50	50	0	100	180	280
EUSA	Yongsan Garrison	262	10	0	272	768	1040
Subtotal for EUSA		403	186	0	589	1368	1957
FORSCOM	Camp Parks	13	0	0	13	0	13
FORSCOM	Fort Bragg	3250	1223	271	4744	927	5400
FORSCOM	Fort Campbell	2177	1402	661	4240	1367	4946
FORSCOM	Fort Carson	0	2663	0	2663	0	2663
FORSCOM	Fort Dix	0	596	162	758	0	596
FORSCOM	Fort Drum	2	2270	0	2272	0	2272
FORSCOM	Fort Hood	0	5912	0	5912	0	5912
FORSCOM	Fort Hunter Liggett	0	85	0	85	0	85
FORSCOM	Fort Irwin	639	1413	0	2052	0	2052
FORSCOM	Fort Lewis	2749	840	16	3605	366	3955
FORSCOM	Fort McCoy	13	12	0	25	0	25
FORSCOM	Fort McPherson	23	89	0	112	0	112
FORSCOM	Fort Missoula	0	0	0	0	0	0
FORSCOM	Fort Polk	3081	520	47	3648	0	3601
FORSCOM	Fort Riley	232	2818	0	3050	0	3050
FORSCOM	Fort Stewart & Hunter Army Airfield	1994	697	236	2927	1125	3816
FORSCOM	Moffett Federal Airfield	194	481	30	705	0	675
Subtotal for FORSCOM		14367	21021	1423	36811	3785	39173

ANNEX C

FAMILY HOUSING INVENTORY AND REQUIREMENTS

MACOM	Installation	# Units Inadequate	# Units Adequate	# Units Surplus	Total Existing Units	# Units Deficit	Projected Requirement
MDW	Fort A.P. Hill	0	25	0	25	0	25
MDW	Fort Belvoir	1851	219	0	2070	0	2070
MDW	Fort Hamilton	213	0	223	436	13	226
MDW	Fort McNair	16	9	4	29	0	25
MDW	Fort Meade	2596	266	0	2862	308	3170
MDW	Fort Myer	20	40	118	178	0	60
Subtotal for MDW		4696	559	345	5600	321	5576
MEDCOM	Fort Detrick	140	15	0	155	0	155
MEDCOM	Fort Sam Houston	394	541	0	935	0	935
MEDCOM	Walter Reed Army Medical Center	10	211	0	221	0	221
Subtotal for MEDCOM		544	767	0	1311	0	1311
MTMC	Bremerhaven	0	6	0	6	0	6
MTMC	Sunny Point Military Ocean Terminal	0	4	0	4	0	4
Subtotal for MTMC		0	10	0	10	0	10
TRADOC	Carlisle Barracks	314	3	0	317	0	317
TRADOC	Fort Benning	3854	255	0	4109	0	4109
TRADOC	Fort Bliss	2089	674	0	2763	0	2763
TRADOC	Fort Eustis	940	12	0	952	0	952
TRADOC	Fort Gordon	596	280	0	876	0	876
TRADOC	Fort Huachuca	1543	260	27	1830	0	1803
TRADOC	Fort Jackson	0	1261	0	1261	0	1261
TRADOC	Fort Knox	2743	373	360	3476	0	3116
TRADOC	Fort Leavenworth	1317	269	0	1586	0	1586
TRADOC	Fort Lee	878	395	0	1273	0	1273
TRADOC	Fort Leonard Wood	2446	2	24	2472	0	2448
TRADOC	Fort Monroe	38	133	12	183	0	171
TRADOC	Fort Rucker	1064	452	0	1516	0	1516
TRADOC	Fort Sill	654	761	0	1415	0	1415
TRADOC	Fort Story	163	0	0	163	0	163
TRADOC	Presidio Of Monterey & Annex	1425	6	244	1675	124	1555
Subtotal for TRADOC		20064	5136	667	25867	124	25324
USAREUR	Ansbach 235th BSB	773	250	52	1075	0	1023
USAREUR	Babenhausen 233rd BSB	0	0	0	0	0	0
USAREUR	Bad Aibling Station	110	0	0	110	0	110
USAREUR	Bamberg 279th BSB	693	46	0	739	0	739
USAREUR	Baumholder 222rd BSB	1490	358	0	1848	0	1848
USAREUR	Chievres	2	0	0	2	0	2
USAREUR	Darmstadt 233rd BSB	1565	40	60	1665	0	1605
USAREUR	Garmisch	104	1	0	105	0	105
USAREUR	Giessen 284th BSB	1665	8	249	1922	0	1673
USAREUR	Grafenwoehr 409th BSB	156	117	12	285	0	273
USAREUR	Hanau 414th BSB	1708	224	0	1932	0	1932
USAREUR	Heidelberg 411th BSB	1632	278	0	1910	0	1910
USAREUR	Hohenfels 282rd BSB	149	27	0	176	0	176
USAREUR	Mannheim 293rd BSB	1873	92	0	1965	0	1965
USAREUR	Schweinfurt 280th BSB	789	68	0	857	0	857
USAREUR	Stuttgart 6th ASG	1327	216	293	1836	0	1543
USAREUR	Vicenza	315	84	0	399	0	399
USAREUR	Vilseck 409th BSB	272	939	13	1224	0	1211
USAREUR	Wiesbaden 221st BSB	2218	368	108	2694	0	2586
USAREUR	Wuerzburg 417th BSB	1267	182	0	1449	0	1449
Subtotal for USAREUR		18108	3298	787	22193	0	21406

ANNEX C

FAMILY HOUSING INVENTORY AND REQUIREMENTS

MACOM	Installation	# Units Inadequate	# Units Adequate	# Units Surplus	Total Existing Units	# Units Deficit	Projected Requirement
USARPAC	Camp Zama	488	399	182	1069	0	887
USARPAC	Fort Greely	0	0	0	0	0	0
USARPAC	Fort Richardson	945	320	0	1265	0	1265
USARPAC	Fort Shafter	1913	872	260	3045	0	2785
USARPAC	Fort Wainwright	998	431	0	1429	0	1429
USARPAC	Schofield Army Barracks	2628	2366	139	5133	0	4994
Subtotal for USARPAC		6972	4388	581	11941	0	11360
USARSO	Fort Buchanan	0	215	0	215	0	215
Subtotal for USARSO		0	215	0	215	0	215
USMA	West Point Military Academy	318	630	2	950	0	948
Subtotal for USMA		318	630	2	950	0	948
Total		66975	38655	4505	110135	5598	111228

ANNEX D

ARMY FAMILY HOUSING DIVESTITURE PLAN

MACOM	Installation	Surplus Units	Divest FY02	Divest FY03	Divest FY04	Divest FY05	Total
AMC	Aberdeen Proving Grounds	55	0	55	0	0	55
	Charles Melvin Price Support Center	1	1	0	0	0	1
	Cornhusker Army Ammunition Plant	2	2	0	0	0	2
	Fort Monmouth	216	0	0	0	216	216
	Hawthorne Army Depot	0	0	0	0	0	0
	Indiana Army Ammunition Plant	0	0	0	0	0	0
	Iowa Army Ammunition Plant	0	0	0	0	0	0
	Lake City Army Ammunition Plant	11	11	0	0	0	11
	Letterkenny Army Depot	1	0	1	0	0	1
	Ravenna Army Ammunition Plant	15	0	0	15	0	15
	Redstone Arsenal	127	0	60	67	0	127
	Selfridge Air National Guard Base	27	0	27	0	0	27
	Watervliet Arsenal	51	51	0	0	0	51
Subtotal for AMC		506	65	143	82	216	506
ATEC	Dugway Proving Ground	36	0	36	0	0	36
	White Sands Missile Range	134	74	60	0	0	134
	Yuma Proving Ground	24	0	24	0	0	24
Subtotal for ATEC		194	74	120	0	0	194
FORSCOM	Camp Parks	0	0	0	0	0	0
	Fort Dix	162	162	0	0	0	162
	Fort Hunter Liggett	0	0	0	0	0	0
	Fort Polk	47	12	35	0	0	47
	Fort Riley	0	0	0	0	0	0
	Moffett Federal Airfield	30	30	0	0	0	30
Subtotal for FORSCOM		239	204	35	0	0	239
MDW	Fort McNair	4	0	4	0	0	4
	Fort Myer	118	0	0	0	118	118
Subtotal for MDW		122	0	4	118	118	122
TRADOC	Fort Huachuca	27	27	0	0	0	27
	Fort Knox	360	95	103	106	56	360
	Fort Leonard Wood	24	24	0	0	0	24
	Fort Monroe	12	12	0	0	0	12
	Fort Story	0	0	0	0	0	0
Subtotal for TRADOC		423	158	103	106	56	423
USAREUR	Ansbach 235th BSB	52	0	0	52	0	52
	Darmstadt 233rd BSB	60	0	0	30	30	60
	Giessen 284th BSB	249	0	0	0	249	249
	Grafenwoehr 409th BSB	12	0	0	0	12	12
	Stuttgart 6th ASG	293	64	25	0	204	293
	Vilseck 409th BSB	13	0	0	0	13	13
	Wiesbaden 221sr BSB	108	0	0	0	108	108
Subtotal for USAREUR		787	64	25	82	616	787
USARPAC	Camp Zama	182	73	0	62	47	182
	Fort Greely	0	0	0	0	0	0
	Fort Shafter	260	260	0	0	0	260
	Fort Wainwright	0	0	0	0	0	0
	Schofield Army Barracks	139	139	0	0	0	139
Subtotal for USARPAC		581	472	0	62	47	581
USMA	West Point Military Academy	2	2	0	0	0	2
Subtotal for USMA		2	2	0	0	0	2
Total		2,854	1,039	430	450	1,053	2,854

ANNEX E

ARMY FAMILY HOUSING MASTER PLAN

Explanation of Tables: The FHMP provides a number of reports, which are outlined in the following section. Each table is briefly explained below.

Table E-1: AFH Budget Allocation

Table E-1 depicts The Army budget, including the costs in current dollars required for Planning and Design, Investment AFH, Demolition, Headquarters Department of The Army (HQ DA) operations, Essential Work, and Maintenance and Repair (M&R). “Investment AFH” includes projects funded by Military Construction (AFHC) and AFH Operations (AFHO). “HQDA” includes management at HQDA and most privatization costs. “Essential Work” includes management, utilities, and leasing at Major Army Commands (MACOMs) and installations. “M&R” includes all maintenance and repair that is not associated with a project.

Table E-2: AFH Project Schedule

Table E-2 summarizes the year each project should occur. For FY 2002, the projects are ‘locked’ based on the FY 2002 AFH Construction Program (see **Table 2-2**) and are subject to Congressional approval. For FY 2003 to 2007, projects are scheduled based on the funds available for investment in a given year and an installation’s relative priority. This table identifies whether the funds used are Military Construction (AFHC), or AFH Operations – Major M&R (AFHO), or Privatization Scoring (RCI).

Table E-3: AFH Budget by MACOM

Table E-3 depicts how the required Army budget shown in **Table E-1** will be allocated to each MACOM in each year, based on a roll-up of their installations’ requirements. Although column definitions are as in **Table E-1**, HQDA and Planning and Design are not shown, since they do not apply directly to MACOMs.

Table E-4: Construction/Improvement Requirements

Table E-4 depicts the investment requirements by MACOM for New Construction, Replacement Construction, and Improvement. The broad scope of the overall program to provide adequate housing for the soldiers and their families is about \$5.5B. These costs also do not take into account how the MACOMs will meet the requirements at each installation—fix with appropriated funds or privatize. Demolition costs are included only when AFH units are demolished as part of a replacement project.

Table E-5: Summary of Investment Strategy

Table E-5 depicts the investment requirements by MACOM, split by method used to eliminate inadequate units. Under “AFHC/O” are found the requirements of all installations in a MACOM that use traditional AFH investment funds to eliminate inadequate units. Under “Privatization Scored Costs” are found the scoring requirements of all privatization installations.

Table E-6: MACOM Investment Funds Allocation

Table E-6 depicts how the investment funds will be allocated to each MACOM for each year, 2002 through 2007, and further indicates by a “M” or “P” if the investment funds will be Military Construction or Privatization Scored Costs. This allocation is based on the installation’s relative priority in receiving investment funds and the investment dollars available each year.

Table E-7: Privatization Candidates

Table E-7 summarizes by year the installations that are military housing privatization candidates. Privatization projects are scheduled based on the priority list established by the MACOMs, The Army staff, and The Army Secretariat. The number of AFH units includes the current inventory and any units constructed to eliminate an identified deficit.

Table E-8: O&M Funds

Table E-8 summarizes the O&M funds to be allocated to each MACOM. Column definitions are as in **Table E-1**. The O&M funds allocation in this table includes the total cost of Essential Work, M&R, and Demolition, but excludes investment and HQDA costs.

Table E-9: Installations Not Scheduled for Privatization

Table E-9 lists alphabetically by MACOM the installations retained and not scheduled to be privatized. The “Current Cost” is the cost in thousands of dollars, totaled for all years FY2002 to FY2007, which is needed to bring up to adequate all the AFH units at each non-privatized installation.

TABLE E-1
AFH Budget Allocation
(2002-2007)

Fiscal Year	AFH Budget (\$M)	Planning & Design (\$M)	Investment AFH (\$M)	Demolition Cost (\$M)	HQ DA (\$M)	Essential Work (\$M)	M&R (\$M)
FY02	\$1,400.53	\$18.45	\$359.64	\$12.86	\$80.96	\$573.79	\$354.83
FY03	\$1,431.33	\$19.37	\$409.56	\$5.42	\$97.58	\$556.99	\$342.40
FY04	\$1,367.56	\$32.93	\$339.58	\$4.37	\$53.66	\$538.24	\$398.78
FY05	\$1,784.78	\$33.72	\$876.62	\$9.87	\$23.74	\$457.23	\$383.60
FY06	\$1,723.95	\$23.21	\$822.05	\$10.00	\$33.69	\$474.36	\$360.64
FY07	\$1,512.93	\$27.75	\$577.50	\$10.00	\$34.00	\$494.92	\$368.76
TOTAL	\$9,221.08	\$155.44	\$3,384.95	\$52.52	\$323.63	\$3,095.53	\$2,209.01

TABLE E-2
AFH Project Schedule
(2002)

MACOM	Installation	Project Type	Funded (\$000)
AMC	Aberdeen Proving Grounds	AFHC	\$ 1,050
AMC	Picatinny Arsenal	RCI	\$ 500
EUSA	Camp Humphreys	AFHC	\$ 12,800
EUSA	Yongsan Garrison	AFHC	\$ 4,000
FORSCOM	Fort Bragg	RCI	\$ 50,000
FORSCOM	Fort Campbell	RCI	\$ 52,800
FORSCOM	Fort Stewart & Hunter Army Airfield	RCI	\$ 37,800
FORSCOM	Ft. Irwin/Moffet/Camp Parks	RCI	\$ -
MDW	Fort Hamilton	RCI	\$ 2,200
MEDCOM	Fort Detrick	RCI	\$ 1,200
MEDCOM	Walter Reed Army Medical Center	RCI	\$ 100
TRADOC	Fort Bliss	AFHC	\$ 13,600
TRADOC	Fort Huachuca	AFHC	\$ 10,800
TRADOC	Fort Leavenworth	AFHC	\$ 10,000
TRADOC	Fort Rucker	AFHC	\$ 2,400
TRADOC	Presidio Of Monterey & Annex	RCI	\$ -
USAREUR	Ansbach 235th BSB	AFHC	\$ 14,400
USAREUR	Ansbach 235th BSB	AFHO	\$ 4,550
USAREUR	Bamberg 279th BSB	AFHO	\$ 3,750
USAREUR	Baumholder 222rd BSB	AFHC	\$ 5,300
USAREUR	Baumholder 222rd BSB	AFHO	\$ 8,750
USAREUR	Darmstadt 233rd BSB	AFHC	\$ 6,600
USAREUR	Darmstadt 233rd BSB	AFHO	\$ 12,050
USAREUR	Hanau 414th BSB	AFHO	\$ 8,400
USAREUR	Heidelberg 411th BSB	AFHO	\$ 4,650
USAREUR	Mannheim 293rd BSB	AFHO	\$ 14,200
USAREUR	Schweinfurt 280th BSB	AFHO	\$ 2,750
USAREUR	Stuttgart 6th ASG	AFHC	\$ 8,800
USAREUR	Stuttgart 6th ASG	AFHO	\$ 1,460
USAREUR	Vicenza	AFHC	\$ 11,600
USAREUR	Vilseck 409th BSB	AFHO	\$ 4,730
USAREUR	Wiesbaden 221st BSB	AFHC	\$ 12,600
USAREUR	Wiesbaden 221st BSB	AFHO	\$ 6,400
USAREUR	Wuerzburg 417th BSB	AFHO	\$ 8,000
USARPAC	Fort Wainwright	AFHC	\$ 12,000
USMA	West Point Military Academy	AFHC	\$ 9,400
Subtotal		AFHC	\$ 135,350
		AFHO	\$ 79,690
		RCI	\$ 144,600
		Total	\$ 359,640

TABLE E-2
AFH Project Schedule
(2003)

MACOM	Installation	Project Type	Funded (\$000)
ATEC	Yuma Proving Ground	AFHC	\$ 6,100
EUSA	Yongsan Garrison	AFHC	\$ 4,900
FORSCOM	Fort Polk	RCI	\$ 64,650
MDW	Fort Belvoir	RCI	\$ 8,700
TRADOC	Carlisle Barracks	AFHC	\$ 9,500
TRADOC	Fort Leonard Wood	RCI	\$ 45,200
TRADOC	Ft. Eustis/Ft. Story	RCI	\$ 14,800
USAREUR	Bamberg 279th BSB	AFHO	\$ 4,050
USAREUR	Baumholder 222rd BSB	AFHO	\$ 6,900
USAREUR	Darmstadt 233rd BSB	AFHC	\$ 4,000
USAREUR	Darmstadt 233rd BSB	AFHO	\$ 13,100
USAREUR	Garmisch	AFHO	\$ 2,380
USAREUR	Grafenwoehr 409th BSB	AFHO	\$ 6,150
USAREUR	Hanau 414th BSB	AFHO	\$ 8,600
USAREUR	Heidelberg 411th BSB	AFHC	\$ 13,200
USAREUR	Heidelberg 411th BSB	AFHO	\$ 9,350
USAREUR	Hohenfels 282rd BSB	AFHO	\$ 2,550
USAREUR	Mannheim 293rd BSB	AFHC	\$ 19,500
USAREUR	Mannheim 293rd BSB	AFHO	\$ 11,200
USAREUR	Schweinfurt 280th BSB	AFHC	\$ 7,100
USAREUR	Schweinfurt 280th BSB	AFHO	\$ 10,550
USAREUR	Stuttgart 6th ASG	AFHC	\$ 10,480
USAREUR	Stuttgart 6th ASG	AFHO	\$ 11,400
USAREUR	Vilseck 409th BSB	AFHC	\$ 3,700
USAREUR	Vilseck 409th BSB	AFHO	\$ 7,100
USAREUR	Wiesbaden 221st BSB	AFHO	\$ 34,000
USAREUR	Wuerzburg 417th BSB	AFHC	\$ 10,600
USAREUR	Wuerzburg 417th BSB	AFHO	\$ 9,900
USARPAC	Fort Wainwright	AFHC	\$ 18,000
USARPAC	Ft. Shafter/Schofield Barracks	RCI	\$ 21,300
USMA	West Point Military Academy	AFHC	\$ 10,600
Subtotal		AFHC	\$ 117,680
		AFHO	\$ 137,230
		RCI	\$ 154,650
		Total	\$ 409,560

TABLE E-2
AFH Project Schedule
(2004)

MACOM	Installation	Project Type	Funded (\$000)
AMC	Pine Bluff Arsenal	AFHC	\$ 3,050
AMC	Red River Army Depot	AFHO	\$ 60
AMC	Redstone Arsenal	RCI	\$ 3,100
ATEC	Dugway Proving Ground	AFHC	\$ 2,950
ATEC	White Sands Missile Range	AFHC	\$ 9,000
EUSA	Yongsan Garrison	AFHC	\$ 5,000
MDW	Fort McNair	AFHC	\$ 3,250
MDW	Fort Myer	AFHC	\$ 3,400
MEDCOM	Fort Sam Houston	RCI	\$ 4,500
TRADOC	Fort Benning	RCI	\$ 54,080
TRADOC	Fort Bliss	RCI	\$ 31,200
TRADOC	Fort Gordon	RCI	\$ 8,300
TRADOC	Fort Knox	AFHC	\$ 43,000
TRADOC	Fort Lee	AFHC	\$ 25,000
USAREUR	Fort Rucker	RCI	\$ 22,000
USAREUR	Ansbach 235th BSB	AFHC	\$ 5,200
USAREUR	Bamberg 279th BSB	AFHO	\$ 14,800
USAREUR	Baumholder 222rd BSB	AFHC	\$ 26,500
USAREUR	Baumholder 222rd BSB	AFHO	\$ 10,800
USAREUR	Hanau 414th BSB	AFHO	\$ 27,200
USAREUR	Mannheim 293rd BSB	AFHC	\$ 9,200
USAREUR	Stuttgart 6th ASG	AFHO	\$ 15,500
USAREUR	Wiesbaden 221st BSB	AFHC	\$ 12,000
USMA	West Point Military Academy	AFHC	\$ 490
Subtotal		AFHC	\$ 148,040
		AFHO	\$ 68,360
		RCI	\$ 123,180
		Total	\$ 339,580

TABLE E-2
AFH Project Schedule
(2005)

MACOM	Installation	Project Type	Funded (\$000)
AMC	Fort Monmouth	AFHC	\$ 21,400
AMC	Natick Soldier Systems Center	AFHO	\$ 720
AMC	Pine Bluff Arsenal	AFHC	\$ 1,100
AMC	Selfridge Air National Guard Base	AFHC	\$ 5,200
AMC	Watervliet Arsenal	AFHC	\$ 2,200
ATEC	Dugway Proving Ground	AFHC	\$ 5,000
ATEC	Yuma Proving Ground	AFHC	\$ 4,050
EUSA	Camp Carroll	AFHC	\$ 26,300
EUSA	Camp Walker	AFHC	\$ 40,000
EUSA	Yongsan Garrison	AFHC	\$ 10,500
FORSCOM	Fort Drum	AFHC	\$ 500
FORSCOM	Fort McCoy	AFHC	\$ 1,000
FORSCOM	Fort McPherson	AFHC	\$ 3,000
FORSCOM	Fort Riley	AFHC	\$ 8,000
TRADOC	Fort Huachuca	AFHC	\$ 51,000
TRADOC	Fort Knox	AFHC	\$ 66,000
TRADOC	Fort Leavenworth	AFHC	\$ 40,000
TRADOC	Fort Lee	AFHC	\$ 43,000
TRADOC	Fort Monroe	AFHC	\$ 14,400
TRADOC	Fort Sill	AFHC	\$ 18,400
USAREUR	Ansbach 235th BSB	AFHC	\$ 23,700
USAREUR	Baumholder 222rd BSB	AFHC	\$ 18,400
USAREUR	Darmstadt 233rd BSB	AFHC	\$ 32,500
USAREUR	Darmstadt 233rd BSB	AFHO	\$ 14,400
USAREUR	Giessen 284th BSB	AFHC	\$ 35,400
USAREUR	Giessen 284th BSB	AFHO	\$ 13,750
USAREUR	Grafenwoehr 409th BSB	AFHC	\$ 19,700
USAREUR	Hanau 414th BSB	AFHC	\$ 20,500
USAREUR	Heidelberg 411th BSB	AFHC	\$ 20,750
USAREUR	Heidelberg 411th BSB	AFHO	\$ 17,500
USAREUR	Mannheim 293rd BSB	AFHC	\$ 23,900
USAREUR	Schweinfurt 280th BSB	AFHC	\$ 13,600
USAREUR	Schweinfurt 280th BSB	AFHO	\$ 5,550
USAREUR	Stuttgart 6th ASG	AFHC	\$ 41,000
USAREUR	Wiesbaden 221st BSB	AFHC	\$ 36,200
USAREUR	Wuerzburg 417th BSB	AFHC	\$ 4,600
USARPAC	Camp Zama	AFHC	\$ 23,200
USARPAC	Fort Richardson	AFHC	\$ 33,000
USARPAC	Fort Wainwright	AFHC	\$ 107,000
USMA	West Point Military Academy	AFHC	\$ 10,200
Subtotal		AFHC	\$ 824,700
		AFHO	\$ 51,920
		RCI	\$ -
		Total	\$ 876,620

TABLE E-2
AFH Project Schedule
(2006)

MACOM	Installation	Project Type	Funded (\$000)
AMC	Selfridge Air National Guard Base	AFHC	\$ 2,650
AMC	Watervliet Arsenal	AFHC	\$ 2,450
ATEC	Dugway Proving Ground	AFHC	\$ 2,950
ATEC	White Sands Missile Range	AFHC	\$ 23,600
ATEC	Yuma Proving Ground	AFHC	\$ 5,300
EUSA	Camp Walker	AFHC	\$ 27,100
EUSA	Camp Hialeah	AFHC	\$ 3,800
FORSCOM	Fort Riley	AFHC	\$ 12,000
MDW	Fort McNair	AFHC	\$ 2,400
MDW	Fort Myer	AFHC	\$ 6,500
TRADOC	Carlisle Barracks	AFHC	\$ 18,900
TRADOC	Fort Huachuca	AFHC	\$ 41,000
TRADOC	Fort Knox	AFHC	\$ 43,600
TRADOC	Fort Leavenworth	AFHC	\$ 40,000
TRADOC	Fort Lee	AFHC	\$ 27,000
TRADOC	Fort Sill	AFHC	\$ 19,000
USAREUR	Chievres	AFHC	\$ 300
USAREUR	Darmstadt 233rd BSB	AFHC	\$ 24,300
USAREUR	Darmstadt 233rd BSB	AFHO	\$ 9,500
USAREUR	Garmisch	AFHC	\$ 6,600
USAREUR	Giessen 284th BSB	AFHC	\$ 25,550
USAREUR	Giessen 284th BSB	AFHO	\$ 10,200
USAREUR	Hanau 414th BSB	AFHC	\$ 37,200
USAREUR	Hanau 414th BSB	AFHO	\$ 18,700
USAREUR	Heidelberg 411th BSB	AFHC	\$ 25,400
USAREUR	Hohenfels 282rd BSB	AFHC	\$ 6,000
USAREUR	Mannheim 293rd BSB	AFHC	\$ 16,100
USAREUR	Mannheim 293rd BSB	AFHO	\$ 12,600
USAREUR	Schweinfurt 280th BSB	AFHC	\$ 13,900
USAREUR	Stuttgart 6th ASG	AFHC	\$ 34,000
USAREUR	Stuttgart 6th ASG	AFHO	\$ 5,000
USAREUR	Vilseck 409th BSB	AFHC	\$ 13,100
USAREUR	Wiesbaden 221st BSB	AFHC	\$ 57,400
USAREUR	Wuerzburg 417th BSB	AFHC	\$ 49,800
USAREUR	Wuerzburg 417th BSB	AFHO	\$ 6,700
USAREUR	Efficient Basing East	AFHC	\$ 11,150
USARPAC	Fort Richardson	AFHC	\$ 60,000
USARPAC	Fort Wainwright	AFHC	\$ 81,500
USMA	West Point Military Academy	AFHC	\$ 18,800
Subtotal		AFHC	\$ 759,350
		AFHO	\$ 62,700
		RCI	\$ -
		Total	\$ 822,050

TABLE E-2
AFH Project Schedule
(2007)

MACOM	Installation	Project Type	Funded (\$000)
ATEC	Yuma Proving Ground	AFHC	\$ 5,800
EUSA	Camp Carroll	AFHC	\$ 35,000
EUSA	Camp Walker	AFHC	\$ 1,150
EUSA	Yongsan Garrison	AFHC	\$ 11,000
EUSA	Camp Hialeah	AFHC	\$ 3,750
MDW	Fort McNair	AFHC	\$ 4,050
MDW	Fort Myer	AFHC	\$ 7,400
TRADOC	Fort Huachuca	AFHC	\$ 48,000
TRADOC	Fort Knox	AFHC	\$ 49,000
USAREUR	Ansbach 235th BSB	AFHC	\$ 19,800
USAREUR	Bamberg 279th BSB	AFHC	\$ 11,600
USAREUR	Bamberg 279th BSB	AFHO	\$ 14,000
USAREUR	Baumholder 222rd BSB	AFHC	\$ 46,600
USAREUR	Giessen 284th BSB	AFHC	\$ 23,300
USAREUR	Giessen 284th BSB	AFHO	\$ 33,500
USAREUR	Hanau 414th BSB	AFHC	\$ 37,000
USAREUR	Heidelberg 411th BSB	AFHC	\$ 16,500
USAREUR	Mannheim 293rd BSB	AFHC	\$ 42,100
USAREUR	Schweinfurt 280th BSB	AFHC	\$ 5,700
USAREUR	Stuttgart 6th ASG	AFHC	\$ 58,600
USAREUR	Stuttgart 6th ASG	AFHO	\$ 8,600
USAREUR	Vilseck 409th BSB	AFHC	\$ 4,800
USAREUR	Vilseck 409th BSB	AFHO	\$ 6,100
USAREUR	Efficient Basing East	AFHC	\$ 22,350
USARPAC	Camp Zama	AFHC	\$ 10,800
USARPAC	Fort Richardson	AFHC	\$ 51,000
Subtotal		AFHC	\$ 515,300
		AFHO	\$ 62,200
		RCI	\$ -
		Total	\$ 577,500

TABLE E-3
AFH Budget By MACOM
(2002-2004)

Fiscal Year	MACOM	Investment AFH (\$M)	Demolition Cost (\$M)	Essential Work (\$M)	M&R (\$M)	Total (\$M)
2002	AMC	\$1.55	\$0.80	\$14.34	\$12.91	\$29.60
	ATEC	\$0.00	\$0.91	\$2.23	\$3.04	\$6.18
	EUSA	\$16.80	\$0.00	\$30.76	\$4.27	\$51.83
	FORSCOM	\$140.60	\$2.50	\$129.09	\$83.39	\$355.58
	MDW	\$2.20	\$0.00	\$18.88	\$15.97	\$37.05
	MEDCOM	\$1.30	\$0.00	\$5.01	\$5.51	\$11.82
	MTMC	\$0.00	\$0.00	\$0.06	\$0.04	\$0.10
	TRADOC	\$36.80	\$1.94	\$76.26	\$81.94	\$196.94
	USAREUR	\$138.99	\$0.78	\$217.22	\$75.44	\$432.43
	USARPAC	\$12.00	\$5.91	\$69.44	\$64.57	\$151.92
	USARSO	\$0.00	\$0.00	\$6.61	\$1.10	\$7.71
	USMA	\$9.40	\$0.02	\$3.89	\$6.65	\$19.96
	TOTAL	\$359.64	\$12.86	\$573.79	\$354.83	\$1,301.12
2003	AMC	\$0.00	\$1.78	\$13.90	\$12.99	\$28.67
	ATEC	\$6.10	\$1.50	\$2.17	\$3.89	\$13.66
	EUSA	\$4.90	\$0.00	\$30.71	\$3.89	\$39.50
	FORSCOM	\$64.65	\$0.14	\$124.81	\$88.31	\$277.91
	MDW	\$8.70	\$0.05	\$18.12	\$8.71	\$35.58
	MEDCOM	\$0.00	\$0.00	\$4.81	\$5.78	\$10.59
	MTMC	\$0.00	\$0.00	\$0.05	\$0.04	\$0.09
	TRADOC	\$69.50	\$1.28	\$72.69	\$85.88	\$229.35
	USAREUR	\$205.81	\$0.31	\$212.88	\$56.02	\$475.02
	USARPAC	\$39.30	\$0.36	\$66.66	\$68.78	\$175.10
	USARSO	\$0.00	\$0.00	\$6.46	\$0.97	\$7.43
	USMA	\$10.60	\$0.00	\$3.75	\$7.14	\$21.49
	TOTAL	\$409.56	\$5.42	\$556.99	\$342.40	\$1,314.37
2004	AMC	\$6.21	\$1.04	\$8.94	\$17.19	\$33.38
	ATEC	\$11.95	\$0.00	\$1.46	\$4.61	\$18.02
	EUSA	\$5.00	\$0.00	\$41.96	\$7.32	\$54.28
	FORSCOM	\$0.00	\$0.15	\$87.15	\$34.29	\$121.59
	MDW	\$6.65	\$0.00	\$11.96	\$9.79	\$28.40
	MEDCOM	\$4.50	\$0.00	\$4.73	\$5.53	\$14.76
	MTMC	\$0.00	\$0.00	\$0.07	\$0.05	\$0.12
	TRADOC	\$183.58	\$1.35	\$78.76	\$113.82	\$377.51
	USAREUR	\$121.20	\$1.04	\$219.91	\$98.85	\$441.00
	USARPAC	\$0.00	\$0.79	\$73.88	\$96.45	\$171.12
	USARSO	\$0.00	\$0.00	\$5.96	\$1.30	\$7.26
	USMA	\$0.49	\$0.00	\$3.46	\$9.58	\$13.53
	TOTAL	\$339.58	\$4.37	\$538.24	\$398.78	\$1,280.97

TABLE E-3
AFH Budget By MACOM
(2005-2007)

Fiscal Year	MACOM	Investment AFH (\$M)	Demolition Cost (\$M)	Essential Work (\$M)	M&R (\$M)	Total (\$M)
2005	AMC	\$30.62	\$2.80	\$8.21	\$21.13	\$62.76
	ATEC	\$9.05	\$0.00	\$1.49	\$6.39	\$16.93
	EUSA	\$76.80	\$0.00	\$50.46	\$12.33	\$139.59
	FORSCOM	\$12.50	\$0.16	\$77.20	\$4.16	\$94.02
	MDW	\$0.00	\$1.53	\$4.01	\$2.88	\$8.42
	MEDCOM	\$0.00	\$0.00	\$2.20	\$0.00	\$2.20
	MTMC	\$0.00	\$0.00	\$0.07	\$0.07	\$0.14
	TRADOC	\$232.80	\$0.73	\$42.64	\$59.48	\$335.65
	USAREUR	\$341.45	\$4.04	\$224.38	\$221.55	\$791.42
	USARPAC	\$163.20	\$0.61	\$36.95	\$40.52	\$241.28
	USARSO	\$0.00	\$0.00	\$6.10	\$1.80	\$7.90
	USMA	\$10.20	\$0.00	\$3.52	\$13.29	\$27.01
	TOTAL	\$876.62	\$9.87	\$457.23	\$383.60	\$1,727.32
2006	AMC	\$5.10	\$0.00	\$7.79	\$16.62	\$29.51
	ATEC	\$31.85	\$0.00	\$1.52	\$6.31	\$39.68
	EUSA	\$30.90	\$0.00	\$59.48	\$13.66	\$104.04
	FORSCOM	\$12.00	\$0.00	\$79.86	\$3.95	\$95.81
	MDW	\$8.90	\$0.00	\$3.55	\$0.65	\$13.10
	MEDCOM	\$0.00	\$0.00	\$2.24	\$0.00	\$2.24
	MTMC	\$0.00	\$0.00	\$0.07	\$0.07	\$0.14
	TRADOC	\$189.50	\$0.00	\$43.40	\$57.66	\$290.56
	USAREUR	\$383.50	\$0.00	\$228.98	\$207.94	\$820.42
	USARPAC	\$141.50	\$0.00	\$37.63	\$38.88	\$218.01
	USARSO	\$0.00	\$0.00	\$6.24	\$1.78	\$8.02
	USMA	\$18.80	\$0.00	\$3.60	\$13.12	\$35.52
	TOTAL	\$822.05	\$0.00	\$474.36	\$360.64	\$1,657.05
2007	AMC	\$0.00	\$0.00	\$7.95	\$17.52	\$17.47
	ATEC	\$5.80	\$0.00	\$1.55	\$6.63	\$6.63
	EUSA	\$50.90	\$0.00	\$66.12	\$14.86	\$14.86
	FORSCOM	\$0.00	\$0.00	\$82.69	\$4.15	\$4.15
	MDW	\$11.45	\$0.00	\$3.62	\$0.67	\$0.67
	MEDCOM	\$0.00	\$0.00	\$2.29	\$0.00	\$0.00
	MTMC	\$0.00	\$0.00	\$0.07	\$0.07	\$0.07
	TRADOC	\$97.00	\$0.00	\$44.36	\$60.60	\$60.60
	USAREUR	\$350.55	\$0.00	\$237.73	\$207.72	\$204.27
	USARPAC	\$61.80	\$0.00	\$38.48	\$40.88	\$40.88
	USARSO	\$0.00	\$0.00	\$6.39	\$1.87	\$1.87
	USMA	\$0.00	\$0.00	\$3.67	\$13.79	\$13.79
	TOTAL	\$577.50	\$0.00	\$494.92	\$368.76	\$365.26

TABLE E-4
Construction/Improvement Requirements

MACOM	New Construction (\$M)	Replacement Construction (\$M)	Improvement (\$M)	Total (\$M)
AMC	\$0.00	\$8.03	\$52.81	\$60.84
ATEC	\$0.00	\$6.42	\$57.78	\$64.20
EUSA	\$202.40	\$5.05	\$45.45	\$252.90
FORSCOM	\$0.00	\$191.70	\$805.56	\$997.26
MDW	\$0.00	\$37.09	\$168.72	\$205.81
MEDCOM	\$0.00	\$0.00	\$0.00	\$0.00
MTMC	\$0.00	\$0.00	\$0.00	\$0.00
TRADOC	\$0.00	\$268.36	\$1,392.56	\$1,660.92
USAREUR	\$0.00	\$150.75	\$1,356.78	\$1,507.53
USARPAC	\$0.00	\$107.80	\$643.39	\$751.19
USARSO	\$0.00	\$0.00	\$0.00	\$0.00
USMA	\$0.00	\$4.95	\$44.54	\$49.49
TOTAL	\$202.40	\$780.15	\$4,567.59	\$5,550.14

TABLE E-5
Summary of Investment Strategy

MACOM	AFHO/C (\$M)	Privatization Scored Costs (\$M)	Total (\$M)
AMC	\$39.88	\$3.60	\$43.48
ATEC	\$64.75	\$0.00	\$64.75
EUSA	\$185.30	\$0.00	\$185.30
FORSCOM	\$24.50	\$205.25	\$229.75
MDW	\$27.00	\$10.90	\$37.90
MEDCOM	\$0.00	\$5.80	\$5.80
MTMC	\$0.00	\$0.00	\$0.00
TRADOC	\$633.60	\$175.58	\$809.18
USAREUR	\$1,541.50	\$0.00	\$1,541.50
USARPAC	\$396.50	\$21.30	\$417.80
USARSO	\$0.00	\$0.00	\$0.00
USMA	\$49.49	\$0.00	\$49.49
TOTAL	\$2,962.52	\$422.43	\$3,384.95

TABLE E-6
MACOM Investment Funds Allocation (\$M)
(2002-2007)

MACOM	2002		2003		2004		2005		2006		2007		Total
	M	P	M	P	M	P	M	P	M	P	M	P	
AMC	\$1.1	\$0.5	\$0.0	\$0.0	\$3.1	\$3.1	\$30.6	\$0.0	\$5.1	\$0.0	\$0.0	\$0.0	\$43.5
ATEC	\$0.0	\$0.0	\$6.1	\$0.0	\$12.0	\$0.0	\$9.1	\$0.0	\$31.9	\$0.0	\$5.8	\$0.0	\$64.8
EUSA	\$16.8	\$0.0	\$4.9	\$0.0	\$5.0	\$0.0	\$76.8	\$0.0	\$30.9	\$0.0	\$50.9	\$0.0	\$185.3
FORSCOM	\$0.0	\$140.6	\$0.0	\$64.7	\$0.0	\$0.0	\$12.5	\$0.0	\$12.0	\$0.0	\$0.0	\$0.0	\$229.8
MDW	\$0.0	\$2.2	\$0.0	\$8.7	\$6.7	\$0.0	\$0.0	\$0.0	\$8.9	\$0.0	\$11.5	\$0.0	\$37.9
MEDCOM	\$0.0	\$1.3	\$0.0	\$0.0	\$0.0	\$4.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$5.8
MTMC	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
TRADOC	\$36.8	\$0.0	\$9.5	\$60.0	\$68.0	\$115.6	\$232.8	\$0.0	\$189.5	\$0.0	\$97.0	\$0.0	\$809.2
USAREUR	\$139.0	\$0.0	\$205.8	\$0.0	\$121.2	\$0.0	\$341.5	\$0.0	\$383.5	\$0.0	\$350.6	\$0.0	\$1,541.5
USARPAC	\$12.0	\$0.0	\$18.0	\$21.3	\$0.0	\$0.0	\$163.2	\$0.0	\$141.5	\$0.0	\$61.8	\$0.0	\$417.8
USARSO	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
USMA	\$9.4	\$0.0	\$10.6	\$0.0	\$0.5	\$0.0	\$10.2	\$0.0	\$18.8	\$0.0	\$0.0	\$0.0	\$49.5
Subtotal	\$215.0	\$144.6	\$254.9	\$154.7	\$216.4	\$123.2	\$876.6	\$0.0	\$822.1	\$0.0	\$577.5	\$0.0	
Total	\$359.6		\$409.6		\$339.6		\$876.6		\$822.1		\$577.5		\$3,385.0
Percent of Total Requirement	10.6%		12.1%		10.0%		25.9%		24.3%		17.1%		100.0%
Accumulative Percent of Requirement	10.6%		22.7%		32.8%		58.7%		82.9%		100.0%		100.0%

TABLE E-7
Privatization Candidates

Fiscal Year	MACOM	Installation	Funded Scoring	Number of AFH Units
2002	AMC	Picatinny Arsenal	\$ 500,000	116
	FORSCOM	Fort Bragg	\$ 50,000,000	5,400
		Fort Campbell	\$ 52,800,000	4,946
		Fort Stewart & Hunter Army Airfield	\$ 37,800,000	3,816
		Ft. Irwin/Moffet/Camp Parks	\$ -	2,740
	MDW	Fort Hamilton	\$ 2,200,000	226
	MEDCOM	Fort Detrick	\$ 1,200,000	155
		Walter Reed Army Medical Center	\$ 100,000	221
	TRADOC	Presidio Of Monterey & Annex	\$ -	1,555
2003	FORSCOM	Fort Polk	\$ 64,650,000	3,601
	MDW	Fort Belvoir	\$ 8,700,000	2,070
	TRADOC	Ft. Eustis/Ft. Story	\$ 14,800,000	1,115
		Fort Leonard Wood	\$ 45,200,000	2,448
	USARPAC	Ft. Shafter/Schofield Barracks	\$ 21,300,000	7,779
2004	AMC	Redstone Arsenal	\$ 3,100,000	498
	MEDCOM	Fort Sam Houston	\$ 4,500,000	935
	TRADOC	Fort Benning	\$ 54,080,000	4,109
		Fort Bliss	\$ 31,200,000	2,763
		Fort Gordon	\$ 8,300,000	876
		Fort Rucker	\$ 22,000,000	1,516
TOTAL			\$ 422,430,000	46,885

TABLE E-8
O&M Funds
(2002-2007)

MACOM	Essential Work (\$M)	All M&R (\$M)	Demolition (\$M)	Total (\$M)
AMC	\$61.13	\$98.36	\$6.42	\$165.91
ATEC	\$10.42	\$30.87	\$2.41	\$43.70
EUSA	\$279.49	\$56.33	\$0.00	\$335.82
FORSCOM	\$580.80	\$218.25	\$2.95	\$802.00
MDW	\$60.14	\$38.67	\$1.58	\$100.39
MEDCOM	\$21.28	\$16.82	\$0.00	\$38.10
MTMC	\$0.39	\$0.34	\$0.00	\$0.73
TRADOC	\$358.11	\$459.38	\$5.30	\$822.79
USAREUR	\$1,341.10	\$867.52	\$6.17	\$2,214.79
USARPAC	\$323.04	\$350.08	\$7.67	\$680.79
USARSO	\$37.76	\$8.82	\$0.00	\$46.58
USMA	\$21.89	\$63.57	\$0.02	\$85.48
TOTAL	\$3,095.53	\$2,209.01	\$32.52	\$5,337.06

TABLE E-9
Installations Not Scheduled For Privatization

MACOM	Installation	Current Cost (\$000)
AMC	Aberdeen Proving Grounds	\$1,050
	Anniston Army Depot	\$0
	Blue Grass Army Depot	\$0
	Charles Melvin Price Support Center	\$0
	Cornhusker Army Ammunition Plant	\$0
	Fort Monmouth	\$21,400
	Hawthorne Army Depot	\$0
	Indiana Army Ammunition Plant	\$0
	Iowa Army Ammunition Plant	\$0
	Joliet Army Ammunition Plant	\$0
	Lake City Army Ammunition Plant	\$0
	Letterkenney	\$0
	McAlester Army Ammunition Plant	\$0
	Milan Army Ammunition Plant	\$0
	Natick Soldier Systems Center	\$720
	Pine Bluff Arsenal	\$4,150
	Pueblo Chemical Depot	\$0
	Radford Army Ammunition Plant	\$0
	Ravenna Army Ammunition Plant	\$0
	Red River Army Depot	\$60
	Rock Island Arsenal	\$0
	Savanna Army Depot	\$0
	Selfridge Air National Guard Base	\$7,850
	Sierra Army Depot	\$0
	Tobyhanna Army Depot	\$0
	Toole Army depot	\$0
	Umatilla Chemical Depot	\$0
	Watervliet Arsenal	\$4,650
ATEC	Dugway Proving Ground	\$10,900
	White Sands Missile Range	\$32,600
	Yuma Proving Ground	\$21,250
EUSA	Camp Carroll	\$61,300
	Camp Casey	\$0
	Camp Essayons	\$0
	Camp Hialeah	\$7,550
	Camp Humphreys	\$12,800
	Camp Walker	\$68,250
	Yongsan Garrison	\$35,400
FORSCOM	Fort Drum	\$500
	Fort McCoy	\$1,000
	Fort McPherson	\$3,000
	Fort Riley	\$20,000

TABLE E-9
Installations Not Scheduled For Privatization

MACOM	Installation	Current Cost (\$000)
MDW	Fort A.P. Hill	\$0
	Fort McNair	\$9,700
	Fort Myer	\$17,300
MTMC	Bremerhaven	\$0
	Sunny Point Military Ocean Terminal	\$0
TRADOC	Carlisle Barracks	\$28,400
	Fort Huachuca	\$150,800
	Fort Jackson	\$0
	Fort Knox	\$201,600
	Fort Leavenworth	\$90,000
	Fort Lee	\$95,000
	Fort Monroe	\$14,400
	Fort Sill	\$37,400
USAREUR	Ansbach 235th BSB	\$67,650
	Bamberg 279th BSB	\$48,200
	Baumholder 222rd BSB	\$123,250
	Chievres	\$300
	Darmstadt 233rd BSB	\$116,450
	Garmisch	\$8,980
	Giessen 284th BSB	\$141,700
	Grafenwoehr 409th BSB	\$25,850
	Hanau 414th BSB	\$157,600
	Heidelberg 411th BSB	\$107,350
	Hohenfels 282rd BSB	\$8,550
	Mannheim 293rd BSB	\$148,800
	Schweinfurt 280th BSB	\$59,150
	Stuttgart 6th ASG	\$194,840
	Vicenza	\$11,600
	Vilseck 409th BSB	\$39,530
	Wiesbaden 221st BSB	\$158,600
	Wuerzburg 417th BSB	\$89,600
	Efficient Basing East	\$33,500
USARPAC	Camp Zama	\$34,000
	Fort Greely	\$0
	Fort Richardson	\$144,000
	Fort Wainwright	\$218,500
USARSO	Fort Buchanan	\$0
USMA	West Point Military Academy	\$49,490